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Establishing a 'Place of Hope' In a Homeless Shelter for Families and Children

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ESTABLISHING A 'PLACE OF HOPE'
In a Homeless Shelter for Families and Children

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Submitted in partial fulfillment of the
requirement for the degree of
Master of Arts in Leadership

AUGSBURG COLLEGE
MINNEAPOLIS, MINNESOTA

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MASTER OF ARTS IN LEADERSHIP
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MINNEAPOLIS, MINNESOTA

CERTIFICATE OF APPROVAL

This is to certify that the Non-thesis Project of Annette E. Rodriguez has been approved by the Review Committee for the Non-thesis Project requirement for the Master of Arts in Leadership degree.

Date Non-thesis Completed:

Committee:

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INTRODUCTION

This project analyzes the critical leadership style of the management team, including this writer, in establishing “A Place of Hope” at a homeless shelter (The Shelter) for families and children located in a major city in the Upper Midwest Region. This project will assess the author’s use of the following characteristics found in critical leadership: critical in nature, transformative in style, educative in form, and ethical in character (Foster, 1986, p.52). This project took place from 1999 to 2001.

The Shelter has served clients with food and lodging since its establishment in 1982. The mission of the organization is to provide emergency shelter services, and as the mission statement says, committed to ensuring a safe, sober, respectful environment for homeless families, and dedicated to providing on-site access to community services that will help residents stabilize and reconnect with the community while promoting their self-sufficiency and responsibility. In recent years, in order to accomplish its mission, community collaborative partnerships were formed and several additional on-site services were offered to the clients staying at the Shelter. As this process of offering expanded services increased, the Shelter began to change in the late 1990s from a shelter-based operation to a community-based organization. This process of change in behavior, mission, vision, and service orientation affects both clients and staff. Along with this significant organizational change, the staff continues to be under great stress providing services to 100 families in crisis each day, along with the added pressure of a 14.1 million dollar capital campaign for a new facility. Added to these enormous tasks is the undercurrent of internal change. Historically, the organizational structure was one of linear, top-down, autocratic management. In recent years, team management has been instituted adding to uncertainty for all employees that, in turn causes uncertainty in the environment for the clients.

Leadership is needed that defines and encourages others to believe in the vision of the future; leadership that challenges the entire organizational structure, searches for opportunities, and takes risks; and leadership that inspires the heart and strengthens the

spirit. Do we have it? What kind of leadership is it? Is it working? What is next and where are we going? These are some of the questions discussed in this paper in describing the management, employees, and organizational environment at the Shelter.

This is an organization historically based in fear: fear of change, fear of failure, and fear of success. My self-appointed goal was to change this fear in the staff from doubt and anxiety to trust, commitment, and understanding. This project will take you through the process of understanding the enormity of the situation, the cause and effect that fear and anxiety has on an organization, and a possible solution to this permeating and stifling environment of fear.

In order to do the best possible job, whether it is to clean the bathrooms, write funding grants, or lead the organization, each employee must have the self-knowledge and ability to think critically to succeed and thrive in this environment. The analysis will show that staff development is one solution to the on-going problem of hiring competent, involved, committed, and passionate employees, at low salaries, to accomplish extremely stress-filled requirements. After more than three years of working with the staff of the Shelter, I developed a program for staff development to specifically address the issue of lack of trust, doubt, and anxiety in the workplace. This program is a long-term, comprehensive training system involving both group interaction and individual coaching.

The Shelter will be moving to a new building in 2002. Within those new walls will be a new group of committed employees, dedicated to the mission of the organization, but also dedicated to understanding the important choice of working for the Shelter. The new building is aptly named “A Place of Hope”; it surely is that for both clients and staff alike.

IMPORTANCE OF THIS PROJECT

Non-profit organizations have a reputation for employing impassioned individuals who seek out and believe in a cause, but who often have limited knowledge about and experience in the business/corporate environment. Management abilities and functions are surely important and vital to the health of any organization, but it is the personal development of each employee within the organization that will shape, mold, and define the organization as a whole. This belief is not a popular idea among management, and while it does strike fear in the hearts of many managers, dealing with the fear of being analyzed and studied as a group and as individuals is precisely why the need for personal development is important to identify, research, study, and discuss. As Peter Senge stated, “The organization is a group of people creating something together. It is a living phenomenon in a very real sense” (Senge, Wheatley, 2001, p. 29).

Organizations need a vision. In a time of great change in the workplace, and specifically at the Shelter, all employees -- those impassioned and involved individuals, those who are truly altruistic along with those who are not, those in management and those in the work force -- need clarity of vision, voice, mission, and self. Leaders must clarify, state, and share the vision for the organization. Once the vision is not only stated, but believed, there is a clear path for organizational health

As the evolution of non-profits has continued throughout the years, one consistent theme emerges -- there is never enough money. In the non-profit world, money is sought to provide for needed and expanded services. However, there are very few foundations that will entertain grants to non-profits for staff development. If the staffs of these non-profits are not given the tools to succeed, especially staff development funds, the clients being served may once again be ‘let down’ by the system by not being given the support and commitment from the staff. The Shelter staff and management are in search of something new for the clients and for themselves: something that adds to the human experience, something that adds to the depth and intensity of working with the clients in the organization. The potential impact of the challenges that surface during times of

change is enormous for the staff, the clients, and the leaders. This impact is one that deserves our attention.

KEY PLAYERS AND STAKEHOLDERS

Organization History

The Shelter was founded in 1982 for the predominant homeless population of the time: single men suffering from chemical dependency or mental illness. The organization was founded by recovering alcoholics whose goal was to provide a safe and respectful environment for those without a place to call home. Within its first year of operation, the Shelter received its first service contract from the government paying a daily stipend for room and board for each individual.

During the 1980s, the ‘traditional’ homeless population changed as many more families with children began to need shelter. In response to this trend, the Shelter leased another building and began offering shelter and services to homeless families. With the support of the government, the Shelter was now operating two shelters housing over 1,000 adults and children in need.

In the mid 1990s, changes in governmental funding challenged the Shelter’s administration to reassess its services. Affirming its focus as a temporary supportive housing organization *for families*, the Shelter consolidated its operations into a single shelter facility in 1996. Collaborations with outside community agencies became more important. Working with the community to offer both short-term services and programs that lead to self-sufficiency is now a primary focus for the organization.

Mission and Goals

The Shelter is an emergency housing facility that is committed to ensuring a safe, sober, respectful environment for homeless families. The Shelter strives to achieve its mission through dedication to the following strategic principles:

- * To provide homeless families with avenues for helping themselves.
- * To provide on-site access to community services that will help clients stabilize and reconnect with the community.
- * To provide an environment that promotes self-sufficiency and responsibility.

Organizational Services

Description of Services

The Shelter currently has the capacity to house up to 400 people daily in a clean, dignified environment. Women and children comprise the majority of the familial population served. Other types of families served by the organization include two-parent families, single-father families, and children cared for by guardians or members of the extended family. In 1999, the average family size at the Shelter was 3.5 members, and the average age of a homeless child was 7 years.

In 1999, the Shelter served an average of 347 persons (87% of capacity) in crisis each day; in 2000, the average number served was 357 persons (89.5% of capacity) each day; provided 126,737 units of emergency housing; served 219,519 nutritious meals; and gave out 4,365 family packs (which include daily necessities, play items for children, and reading materials). The total number of people served in 1999, was 6,472 (unduplicated count), and in 2000, the number of people served declined to 5,842. While the Shelter was consistently full each night for both years, the length of stay of each family increased. In 1998, the average length of stay was 21 days; in 1999, the average stay was 30 days; and in 2000, the average length of stay was 39.5 days and climbing. The Shelter has been virtually full, with no rooms available for the past 26 months. The case manager or social worker from the governmental agency sending the clients to the Shelter has full and complete responsibility and authority for the length of stay of each client in the Shelter.

Demographically, 59% of the Shelter's adult clients are female, and 63% of its overall population are children; 77% are African American, 7.5% Caucasian, 8.5 % Native

American, 4.5% biracial, 1.7% Latin American, and .8% Asian American.

The Shelter is the one of the largest providers of emergency housing assistance in the Upper Midwest Region. What distinguishes this organization from other shelters in the region is its broad range of programs and services designed to address barriers to housing and employment and to address the educational, emotional, and recreational needs of children and families.

While most other shelters offer beds and meals, few provide *in-house access* to the many related services most often needed by homeless families. The Shelter staff believes that providing these services **on site** is not merely a convenience for the clients. On-site access to needed services is a critical factor in assisting the clients as they move away from chaos, crisis, and dependence on a ‘system’. These services, provided both independently and in collaboration with many other agencies, are a means to address – immediately and with a minimum of bureaucratic red tape – the barriers that can keep families from achieving stability.

Programs developed and provided on site by the Shelter include basic adult services, children’s services, employment, education, mental and physical health and wellness, and housing and self-sufficiency. (Please refer to Appendices A and B for descriptions of these services.)

Organizational Personnel and Financial Summary

With a 10-member Board of Directors and a staff of 49, of which 37 are full time and 12 part time, the Shelter relies on a core of several hundred volunteers. Community members gave over 20,000 hours of service in the year 2000 from corporate and individual volunteers. Volunteers support the organization in capacities ranging from meal service and maintenance to front desk support and tutoring. Also, a new push for college interns has afforded the Shelter up to eleven interns per college semester in areas of marketing, public relations, family and children’s activities, and client services family

advocate areas.

The Shelter's 2000 operating budget totaled \$4.1 million. Of this amount, 75% was received from a Hennepin County service contract, 10% from public contributions, 10% from restricted grants and smaller contracts, and the remaining 5% from a variety of earned and contributed sources. The contract from the County is fee for service, as all clients are vouchered through the County. This supports the three meals per day and the shelter room, or 75% of the budget. The remaining 25% of the budget provides all other services such as those from the client services department, the development department, and the family and children's department. These departments provide the additional services so desperately needed for the clients. Funding for these areas is received from grants, foundations, corporations, and private individuals. As new programs are needed and developed, new funding sources must be obtained.

Organizational Climate and Culture

Background

In order to fully understand the climate and culture within the structure of the Shelter, one must fully be cognizant of the clients/residents served. The following are some concerns the staff must face each day at the Shelter:

a. Increasing numbers of homeless women and children

The face of homelessness has been changing nationally in the past few years. Women and children represent the fastest growing segment of the homeless population. Sixty-one percent of women in temporary housing programs on October 23, 1997, had one or more children with them at the time of a survey conducted by the Wilder Foundation. (Wilder, June 1998)

b. Children represent the greatest increase in homelessness

Based on quarterly shelter counts beginning in 1985, the total number of children experiencing homelessness in a Midwestern state has increased dramatically from 325

children (35 unaccompanied youth) in November of 1985 to 2,700 (377 unaccompanied youth) in November 1997. This represents a 731 percent increase from 1985 to 1997; the increase is greater in the Metro Area (881%) vs. Greater State-Wide (307%). (Wilder, June 1998)

c. Critical shortage of affordable housing

Here, as in the rest of the nation, there is a growing understanding that among the principal reasons for the homelessness epidemic is a critical shortage of affordable housing. Increasing rents, destruction of traditional low-income housing, and cuts in federal housing programs threaten affordable housing with virtual extinction. Meanwhile, as low-rent units have steadily disappeared from the market, the number of low-income renters has increased exponentially. The United States now faces the largest shortage of affordable housing in its history and Shelter statistics are daily verification.

Additional Changes: Present Activities for Moving the Site

The Shelter currently leases the building at its current location. Constructed originally as a motel, the current facility is inadequate to support the additional programs and services needed by the clients. It barely supports the needs of current programs and services, and office space is painfully limited.

In 1998, the Shelter found and was able to purchase a building at the edge of the downtown metropolitan area. This 10-story, 110,000 square foot facility was originally constructed to store Cadillac automobiles.

The Shelter is now undertaking a capital campaign to pay for the substantial renovation of this warehouse which is needed to transform the space into a new facility: "A Place of Hope." Renovations on the building began in December 1999, and are expected to last until January 2002. The Shelter will begin moving its operations to 'A Place of Hope' and be fully operational by March 2002.

‘A Place of Hope’ will have 11 levels: four for services and seven for housing. With 40,000+ square feet in additional space, the Shelter will continue its current services and add new, much-needed services such as: licensed day care; playground areas; computer training labs; a comprehensive client support and mentoring program; classrooms for vocational training and adult basic education; preschool education/early childhood development classrooms; job search, training and placement assistance; and an adult resource library.

Total cost of the purchase and renovation of ‘A Place of Hope’ is estimated at \$14.1 million. The renovation project is being financed through short-term and long-term financing. The Shelter is currently in a capital campaign with a goal of six million from foundations, corporations and individual contributors.

STRUCTURAL OBSERVATIONS

Employee Makeup

The culture and climate of this organization is a major focus of this project, for it is from this organizational culture that many long-held beliefs, biases, and assumptions held by the staff are firmly rooted. This specific organizational structure affects the attitudes, beliefs, effectiveness, and efficiency of those working within its walls and, therefore, the effectiveness of work done with the clients. As a staffing recruiter for this organization for over three years, I have noticed there are distinctly two groups of individuals who apply for all the positions within the organization. There are those who believe they would like to 'give back' to the community or want to 'help', and, those who believe they are not capable, because of lack of skills, of working in any other non-profit organization. While this sounds simplistic, this belief system is astoundingly true.

Staff

On a review of 100 applications for various positions selected randomly from the personnel files over a period of one year, 68 of the applicants answered the question, "What interests you in working at the Shelter" with the word 'help' in the answer; 14 stated they were previously residents in a shelter and wanted to 'give back' or 'understood the need'; 4 stated they were sent by the agency 'job developer'; 2 stated they knew someone staying at the shelter, and the remaining 12 left the line blank. Of the 68 who stated they wanted to 'help', 41 stated a religious affiliation or sentiment in a standard EEO/AA compliant application. Of the total number of applicants, 22 had attended religiously affiliated colleges.

These data support the assumption that most individuals choose to apply for a position at the shelter in an effort to 'make a difference', while others believe requirements for the position must be very limited because it is a homeless shelter. This dichotomy is evident in the makeup of the current staff of the Shelter, with tension and strife existing between

departments, where some staff have ‘chosen’ the shelter to fulfill values and desires, while other staff feel this is the only job within their qualifications.

Organization and Management Structure

The management structure of the organization includes the Executive Director and five managers: Operations, Facilities, Food Service, Client Support Services, and Organizational Resources. (See Appendix C for Organizational Chart.)

The structure of the Shelter is both philosophically and structurally linear. The flow chart shows the Executive Director with five managers reporting to that position; coordinators report to the managers; assistant coordinators report to coordinators; and, associates report to the assistant coordinators and coordinators, depending upon the manager group.

Management History

Internal unrest and conflict between the executive director and the Board of Directors facilitated a change in the top management position. In 1996, a new executive director (ED) was hired and the previous executive director was removed through what has been termed a ‘messy and nasty’ removal. Up until this time, the company had an authoritarian, chain-of-command management style. Key players in management worked closely with the previous executive director and liked his management style. With the previous executive director, the managers were able to keep the most precious commodity of autonomy in their respective departments. Fewer than half of the staff remains since the removal of the previous executive director. For those who can compare the two directors, the general feeling is that the present executive director involves herself in each department’s day-to-day operations with constant directions; the previous director was ‘hands off’, a style the staff liked and/or appreciated.

As stated previously, the management style of the former director was ‘hands off’. While the corporate climate at that time was described as one of power and control, individuals within the organization were given the latitude to accomplish their job

without much interference or micro-management. Thus, the organization survived, either because of -- or possibly in spite of -- this style of management. While the Shelter was 'surviving', it was not thriving. At the end of the previous executive director's term, the Shelter was in extreme financial trouble. The organization considered its mode of operation to be only to shelter individuals, not to promote their self-sufficiency. It, therefore, did not pursue its own mission. The organization 'survived' without any fundraising efforts, without any marketing or public relations, without any outside intervention. In order to identify the issues the Shelter staff needed to address, the Board of Directors requested a study be completed by outside consultants. This study stated, "This organization is indeed in danger of imploding. The organization as a whole does not exist except within itself" (McKeown, 1996, p.4). It was essentially an 'arm of the County' and had no plans for changing the situation.

Within the first year of the change in executive directors, three managers left, and two were replaced. Also, within the first year, social and unforeseen challenges hit the Shelter. The census of clients and, therefore, the income stream of the Shelter, went dramatically down over a period of a few months, which caused management to make extensive layoffs in all departments. Also, the Board of Directors had used all available cash to settle a lawsuit brought by a previous employee, leaving the company in a vulnerable position. The climate of the Shelter staff was one of bitterness, anger, and hostility that was directed in numerous ways: towards the new ED, towards the staff from the management group, and towards the Board from the staff and ED. Things needed to change. A consultant was brought in to discuss the recent changes. At the consultant's recommendation, a management group was to be 'truly formed', meeting as a group once per week, and then with the ED, once per week. For the group to become cohesive, the consultant stated the management group must meet alone, without the presence of the ED to become effective. This was begun in late 1997.

By 1998, the management group was completely divided. Managers were fighting with each other over power and control of the daily operations of the organization. Still today, communication among members of the management team is limited. Most

managers continue to work together, but only on a one-to-one basis. Each manager works well and communicates effectively within their respective departments. Yet, inter-departmental communication is ineffectual. Employees have stated in numerous meetings that they do not understand what duties and responsibilities exist in other departments. Departments are well managed individually, but there is lack of communication and understanding among departments. This is highly problematic for those departments whose duties are cross dimensional such as the Development Department where, for example, the grant writer writes grants for all departments, and the volunteer coordinator secures volunteers for all departments.

Individual Key Players

The following are descriptions of the management team consisting of the executive director and departmental managers:

Executive Director (ED): This middle-aged woman has 19 years experience in the non-profit sector, working as an English teacher for a vocational school for economically disadvantaged individuals, mostly high school and young adults. The Shelter has employed her for four years. Her management style has been characterized as strong, didactic, authoritarian, and a micro-manager who delegates highly effectively. She has the strong support of the Board, and well deserved because she has brought the company out of possible extinction, to complete solvency with over a million dollars in reserves.

Employees try to ‘stay out of her way’ in an effort to not be ‘de-motivated’ or be given more ‘assignments’. The ED is extremely intelligent, extremely capable in the work, listens effectively, and is highly effective in hiring the right person for the job. Yet, she does not have the support or loyalty of the employees or most of the managers because she delegates work the managers believe is her responsibility, conducts very long meetings, changes her mind on policies and procedures and does not take responsibility for those changes. As one manager stated, “She sure can talk the talk, but she does not walk the talk.” I have heard this statement from several staff. Staff consistently and

openly state that the ED does not do what she tells everyone else to do. Fear of retaliation from the ED, with gruff words and not being liked, leading to be fired, is the most effective motivation factor to date for staff and managers. The ED states she wants to have 'team management', but has to use an authoritarian management style because the members of the team usually are in conflict. Since the ED feels the management group should make only recommendations to her, not decisions, the management team consistently does not know nor understand their line of authority, accountability, and responsibility. She also has stated to the management team, "I trust each of you individually, but I do not trust you as a group."

Food Service Manager (FSM): This manager is responsible for maintaining three meals per day for up to 400 clients per day, including securing food stuffs at low cost or free from other organizations and the government. The FSM has been with the organization for 12 years, coming from running a privately owned restaurant. He is a middle-aged man, stern, and gruff, who likes to be known as the "only one who really runs his department with an iron hand".

The FSM has stated he does not like the management style of the ED or the change it brought from the previous administration, but will not leave the organization because he is a long-term employee. The relationship between the two is effective enough to accomplish tasks, duties, and responsibilities, but rarely any other communication. He has stated he would prefer to work with an ED that "does not change the decision she made yesterday." The FSM believes in 'top down' management but not like the authoritarian style of management in which he works, even though he runs his department as an authoritarian style manager, using intimidation and control. As one person in his department stated, "You know him – never, never question him." He has stated he is perfectly happy just running his department by himself and the ED usually complies with little micro managing of his department. The FSM has been involved in improving communication with individuals, but as he states, "I don't like the group process."

Facilities Manager (FM): This manager is responsible for the building facility, the housekeeping duties of the building, supplying clients with laundry, and room cleaning when vacated. This middle-aged man has been with the company for six years, coming from another non-profit homeless shelter. He believes in the 'old boys' network and works it quite effectively. His style of management is to "tell them what to do", or authoritarian. He hires individuals with limited skills and experience, and because of his inability to move about physically, works only from his desk with a walkie-talkie. This creates many issues about whether the work is being completed, and/or correctly or efficiently. He has stated to me many times, "These people (clients in the shelter) will destroy everything, so why give them anything nice. The minute you fix anything, they just ruin it."

The FM has the respect of his employees. He is extremely compliant in his communication, and many times limits what he shares. This causes rifts with both the ED and within the management team. His relationship with the ED is acceptable at best, but not honest. He tells the executive director what she wants to hear, and usually not the truth. As he has stated to me many times, "She'll (the ED) just change her mind anyway." The FM believes in only 'top down' management but does not like the authoritarian style management in which he works, while he also runs his department in an authoritarian style. A comment from one of his employees: "Just do what I tell you, not what she (the ED) says."

Client Services Manager (CSM): This manager is responsible for the collaborative partnerships of the organization and the front desk personnel. He has been with the company for 16 years, starting his employment with the Shelter at an entry-level position and being promoted numerous times. He is caring and kind but has only six years experience as a manager and only within the Shelter. Without previous experience in supervision and management, personnel issues have surfaced. Yet, he does an excellent job in working with collaborative partners. The management group changed his area of responsibility a few years ago to focus on his strengths. He accepted the change positively because it was for the betterment of the corporation as a whole.

The CSM states he does not know if ‘top down’ or ‘bottom up’ management works better, but understands and seems to accept the authoritarian style management of the ED “because it is easier to just do what you are told since the ED will change it ten times anyway and then you don’t have to think.” While all managers were given the opportunity to have weekly meetings with the ED, one-on-one, the CSM continues to be the only manager who engages in those meetings with the ED.

Operations Manager (OM): This manager is responsible for the fiscal and accounting practices of the organization. He also is presently in charge of the family and children’s program. This manager was the first new hire of the present ED and has been employed at the Shelter for four years. He is a strong-willed and honest individual. He also has the loyalty and respect of those individuals in departments, but many employees have stated he is a “hot head”. He is thought of as ‘a very angry man’ by staff and the management alike. But, in spite of his anger, he is respected by the Board of Directors. One Board member stated to me, “Thank God we have him on board.” He is direct, states the facts, and follows the direction of the Board, yet speaks his mind about his concerns and the obstacles to accomplishing his duties and responsibilities, but usually in an angry and frustrated manner. He is effective in his position and has taken on added fiscal responsibility due to the Capital Campaign and building renovation.

The OM previously believed in ‘top down’ management because that was all that he knew and understood. He does not enjoy the authoritarian management style of the ED but is comfortable with this style and feels it is the only way to work with most of the present long-term employees because they are extremely fearful of taking risks or making decisions. He also feels the ED vacillates continuously, and micro manages to a fault. The OM believes most of the other managers and the ED are incompetent.

Organizational Resources Manager (ORM): This manager (the author) is responsible for human resources, fundraising for the capital campaign and internal operations and corporate and program development of the organization. The second hire of the new ED,

I replaced another female who was responsible for only human resources because there was no development department and fundraising was essentially not done. I have been employed with the Shelter for three years. When I was hired, the managers decided to have 'decentralized' human resources, giving the hiring authority back to the managers and not human resources. Presently, human resources recruit employees, and the managers hire their own staff. I am responsible for all training and development and consult on all possible litigious situations concerning the staff. Time and effort is centered on: fundraising for the capital campaign, programs, and operations; implementing a development department; and, developing new programs and services. The function of keeping this organization out of litigation is an on-going process.

I am a middle-aged woman, with a background of corporate sales and recruitment, 25 years of experience in management, largely in the health care field, and for the last nine years in the non-profit sector in management. My working relationship with the ED is positive, but has been strained at times because of my direct and honest communication style. Also, I have the ability to get along with and encourage staff, managers, and the ED alike. As the ED stated in a recent meeting with supervisors and managers, "I know you kid Annette about being Pollyanna, and I get sick of her positive attitude sometimes, but at least she is positive and none of you are (positive)." The manager group (consisting of only the managers) has said that I should be schizophrenic since I am called both Pollyanna and the Hatchet Woman (due to the fact that I am the individual who carries out the duty of firing of employees). I believe strongly in 'bottom up' management because it has been effective in other organizations for which I have worked but only when employees understand that empowerment means taking personal responsibility.

LITERATURE REVIEW

Terms and Definitions

Critical leadership: Personal characteristics found in leaders of this style: critical thinking ability and implementation; transformative in societal change; educative in both analysis and vision; ethical in nature and self-knowledge based (Foster, 1986, p. 39-61).

Economically disadvantaged: Any individual receiving subsidized governmental income and/or any individual whose educational level or physical limitation inhibits or limits the ability to access gainful employment and/or housing (Rodriguez, 1996, p.22).

Holistic approach to workplace environment: A concept that encompasses the entire individual – mental, physical, psychological, social, and spiritual – to enable a highly developed, complete person to reach full potential within the workplace, society, and global community (Rodriguez, 1996).

Servant leadership: From Max DePree (1992): “Leadership is a job, not a position. The people who work with you are not your people; you are theirs. Leadership is good work because leaders feel a strong need to express their potential and because they wish to serve the needs of others. This is the essence of becoming a servant leader” (p. 169).

Review of Literature

The literature review is focused on critical leadership. There is extensive literature regarding each of the basic foundational principles of critical leadership (critical thinking, transformative, educative, and ethical), so emphasis was placed on investigating each of these specific principles. As each was researched, there was a definite theme of servanthood leadership, which correlated to the foundational principle of critical leadership as transformative. This style of leadership had a common thread and emphasis on critical analysis of self and awareness. This awareness of the self is the

characteristic most often ‘lost’ in the non-profit organization due to 1) lack of funding for staff development and personal development and 2) having the emphasis only on the client. Our thought process must change to understand that clients, in order to be served effectively, need to be served by those who are given every opportunity for personal and professional development.

In reviewing the critical leadership literature, two characteristics, self-awareness and ethical behavior, were the most prevalent. Max DePree stated, “To whom do I answer? One of the most sacred relationships among teams of people is that between leaders and followers. This relationship, so central and crucial, depends to an extraordinary degree on the clearly expressed and consistently demonstrated values of the leader as seen through the special lens of followers. This is why leadership and ethics are inextricably woven together” (1992, p. 126). DePree continued, “Leaders learn how to become abandoned to the needs of the followers by possessing competence and reality, compassion and fairness, visible and a life exemplifying fidelity” (1992, p. 137). One cannot possess these attributes without self-awareness. Critical leadership and servant leadership state that self-awareness helps us to see and understand the needs of others and be able to make a contribution to the human potential.

Robert K. Greenleaf, known as the grandfather of the servant leadership movement stated, “The servant leader is servant first. It begins with the natural feeling that one wants to serve, to service *first*. Then conscious choice brings one to aspire to lead . . . The difference manifests itself in the care taken by the servant – first to make sure that other people’s highest priority-needs are being served. The best test, and the most difficult to administer, is: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit or, at least, not be further deprived” (1996, p. 2)?

Thus, Greenleaf encompasses the concepts of critical leadership – critical assessment through self-awareness and self-analysis; transformative for social change; educative in

analysis of past, present and future, presenting and believing in a worthwhile vision; and ethical, all characteristics of a solid, knowledge-based identity of integrity, honesty, and credibility. Greenleaf also stated that authentic leaders are chosen by followers and that leading with integrity depends upon the leader's inner-developed skills. To illustrate this point, Bolman and Deal wrote in *Leading With Soul* (1994), "Without shared dreams, organizations falter and perish. Individuals, groups, and organizations all need their own stories. Stories help them choose a direction and learn from their experiences . . . The moral: leaders need followers. The real drive comes from below" (p. 143).

Much of the leadership literature reviewed revealed the statement, "Spiritual bankruptcy ultimately leads to economic failure" (Bolman, Deal, 1994, p. 146). Because more corporations focus on the 'bottom line', possess a results-oriented mentality, manage by objectives, and have the focus that the ends justify the means, the individual spirit can become lost and workers become faceless robots. In non-profit organizations such as the Shelter, employees have 'become lost' in the work environment: losing passion and commitment to their purpose, living with the word 'mandatory' to accomplish tasks, and simply surviving the day.

If workers have 'become lost' in the work environment, what has happened to leaders? Literature on critical leadership echoed the feeling that revealed a 'loss of leaders' in our society and in our corporations. As John Gardner stated, "Leaders have a significant role in creating the state of mind that is the society. They can serve as symbols of the moral unity of the society. They can express the values that hold the society together. Most important, they can conceive and articulate goals that lift people out of their petty preoccupations, carry them above the conflicts that tear a society apart, and unite them in pursuit of objectives worthy of their best efforts" (Bennis, 1994, p.254). It is the leaders of the Shelter who must articulate the goals that 'lift people out' of the frustrations and hardships of the day.

Much of the literature review revealed ‘how to become a better leader’, or ‘what qualities are needed to be good leaders’. Modern-day leadership tactics and styles were succinctly revealed by Ernest Becker in *Escape From Evil*, where he stated that leaders, because of their position, became disassociated from the staff, and carry out duties “much like funeral directors and men who perform autopsies or executions – in kind of emotional and psychological divorce from the realities of what he is doing” (1975, p.117). He also stated that leaders should be conscious of their own fear of life and death – of a cultural system as a way of heroic transcendence – relative and timeless. Would this not be the development of the self, and, within a non-profit organization full of passion and commitment for a cause, an important aspect to embrace?

The recurring themes found in critical theory of leadership are: challenging the process by searching for opportunities, experimenting, and taking risks; encouraging a shared vision of the future by enlisting others; enabling others to act through fostering collaboration and strengthening others; and inspiring the heart through recognizing individual contributions and celebrating accomplishments and success (DePree, 1992, p. 42). As Max DePree stated in *Leadership Jazz*, “Above all, leadership is a position of servanthood. Leadership is also a posture of debt; it is a forfeiture of rights. One quality of leadership always implies another” (1992, p. 220).

Greenleaf stated what I believe is the essence of true leadership and one to which to aspire. He stated,

The person who has cultivated strength is not a person who lives by codes and rules but rather one who knows the resources of inspiration and wisdom on which to draw and sees his or her own experience as an extension of that tradition. Somewhere an influence has shaped the attitudes and motives of this person so that he feels responsible for doing well in any chosen undertaking and for doing it in such a way as to become a plus value in both the immediate environment and the wider society. This person has courage. This person may not have chosen, consciously, to be that way. He has been so influenced by upbringing and environment. But, he has chosen to be competent, and industrious, to build inner strength, to do things that develop foresight, resiliency, insight, wisdom, and an imaginative response to all that presents itself (1996, pp.168-169).

METHOD AND OUTCOMES

In an effort to establish hope in the Shelter, my observations of the management team and the staff will be reported based on the following framework of critical leadership: critical thinking, including self and society, with personal attributes of self-knowledge and ideals of freedom and democracy; transformative, including social change and personal attributes of passion, vulnerability, discernment, intellectual energy and curiosity, breadth, and comfort with ambiguity; educative with personal characteristics of courage, respect for the future, regard for the present, and understanding of the past along with predictability; and ethical, including discussion of integrity, trust, sense of humor, presence, life balance and finally, awareness of the human spirit (Foster, 1992, p. 52).

Leadership as Critical – Critical Analysis of Self and Society

Foster views leadership as critical, “In being critical, then, leadership is oriented not just toward the development of more perfect organizational structures, but toward a reconceptualization of life practices where common ideals of freedom and democracy stand important” (1992, p.52). Striving for this principle or ideal is of the utmost importance at the Shelter since the mission of the organization is to promote self-sufficiency. The following are examples of organizational situations that incorporate the ideals of freedom and democracy that involve all individuals in the Shelter.

The Shelter is a microcosm of society, with biases and the presence of ‘isms. Employees can easily be categorized into two sections: those who believe the shelter should just ‘keep things under control’, and those who believe the shelter should be a place in which clients are given the tools to help reach self-sufficiency. These two ‘camps’ have divided the employees dramatically. In one camp, all the doors are locked. All office equipment is highly guarded because “clients are sure to steal anything not locked up”. Controls on the clients are seen by all and heard in the halls. They vary from having rules about everything including having to wear shoes in the lobby to not being able to choose what food is put on the client’s plate at meal times. This one rule

describes the rift in employees about client service. Even when a choice is available, the client is not able to choose because the food service staff wants the line to move quickly, and “they (clients) don’t know what is good for them anyway.”

The other ‘camp’, is the group who wants to ‘lighten up’ the organization and develop a sense of respect and dignity for both the employees and the clients. While their goal is personal responsibility and self-sufficiency for the clients, they often get discouraged by the behavior of the clients and shift to controlling the clients. This is a daily occurrence and situations with intense feelings are most prevalent in meetings. Also, the rift is somewhat apparent in the different departments. If one department works directly with clients, they feel the ‘others’ don’t understand how difficult it is to work with the clients and feel it is not the responsibility of the ‘others’ to make decisions or suggestions regarding clients.

All these views are acceptable, viable, and the truth for those particular individuals. Many employees state they are just following the views and, thus, rules of their managers. It is painfully obvious to many that within the Shelter there exists the exact situation with the employees as with the clients, that of taking personal responsibility. Autocratic management does not allow for personal responsibility and those who have worked at the Shelter for many years are dealing with change in attitude and behavior for both clients and for themselves. This dichotomy in interpreting personal responsibility has created an ‘us’ and ‘them’ mentality, not between management and workers, as is found in most organizations, but among employees (including the management staff).

I understand both ‘camps’. I worked with economically disadvantaged individuals in the employment and training field after leaving the corporate environment. I knew the frustration of watching individuals making choices that were certain failure. I also witnessed the empowering behavior of individuals striving for self- sufficiency. Why would anyone work in such a stressful environment? Because when there is success, it is exhilarating. It almost becomes an addictive behavior – to watch clients and employees grow in personal development, as a client obtains employment, or another client learns to

play a game with her twelve-year old daughter for the first time, or the food service manager decides to start focus groups of clients for client-driven menus because he also learned the power of success with a client and how this change was exhilarating and personally and professionally fulfilling. We have learned at the Shelter that the most prevalent culture here is the culture of poverty. We have also learned that the culture of poverty is prevalent in many societal ills, and it is especially a force that disengages the human spirit.

Isms exist in many forms. It is not just color against color, but class against class, gender against gender, and religion against religion. This exists in the Shelter for both clients and employees alike. An answer to alleviating this on-going problem is self-awareness through personal growth. Both clients and the staff at the shelter need consultants and personal coaches to help.

Why put oneself in a situation where managers won't communicate with each other because they simply don't trust each other; where the executive director is not respected; where clients are in dire need of some stability; where children are homeless; where the employees are just trying to stay out of the line of fire of the managers and executive director? The answer is because of hope. (I named the new building which the Shelter will occupy in 2001, 'A Place of Hope'.) Hope exists for both the clients and the employees alike, if we are open to the concept. Every day, statements and situations occur that shout the joy that hope brings into lives. To watch clients and employees begin to be empowered and to understand the breadth of their power through personal responsibility is evidence of hope. It is happening in the Shelter. We have to be open to celebrating successes, being thankful and appreciative when appropriate, and allowing for personal growth. While this is not overtly evident today, steps are being taken in that direction. This was my personal goal – to establish hope.

I drew upon the theory of critical leadership to help redefine, shape, and mold the new Shelter by instituting numerous goals. To help staff understand each other's roles, I started monthly meetings, inter and intra departmental, crossing all lines of authority.

Each staff person had clearly defined roles of authority, accountability, and responsibility. I continually stated that, to connect with one another is the most important thing we can do. And, I ‘walked the talk’, practiced listening, and took the time to speak to each staff person, even when time was limited. I learned to care about the individual, not just the task or the duty. I asked of myself that which I wanted the staff to share with the client. Then, I developed a vision for the future, shared it, and we all started to believe in that same vision.

During the production of a promotional video, I was asked what the public should know about the Shelter. I stated that if you would ever like to see hope in action, come to the Shelter. Hope is actually a permeable energy within the Shelter. While I endure good-natured kidding about this statement, it has become the banner of the organization. Can there be a better mantle?

Leadership as Transformative – Social Change

Foster stated, “Transformation of social relations is a basic feature of all our social living” (1992, p. 52). Transformational change is the mission of the Shelter, beginning with aiding the self-sufficiency of the individual, leading to the community, and, finally aiding in social change. Transformation of social conditions at the Shelter is not occurring on a massive scale such as those of Ghandi’s and Martin Luther King’s transformational social changes. But, both movements began with one person at a time. It is within these human relationships that society has the ability to change. As Ghandi said, “We must be the change we wish to see in the world” (Bennis, 1994, p. 181).

The Shelter staff and management can ‘be the change’ we all wish to see in the world. I cannot think of another job where you can be thanked by a client who had never played a game with her twelve-year old child before she came to the Shelter; where a little boy playing with his only toy, a hot-wheels car, says to you emphatically, “I’m great today”; where a mother, with tears in her eyes, thanks you for giving her son a wonderful

Christmas; and, an individual taking a tour of the Shelter thanks you for having the guts to work there and do the job many run from.

The mission of the Shelter is one avenue for social change and each individual committed to that mission is part of changing those elements in society, which need to be addressed. It is possible to change one individual at a time. As William Foster stated, “Transformation though is not a special or unique occurrence, one that is found only in certain grand moments of human history. Rather, it happens in everyday events, when ‘commonplace’ leaders exert some effect on their situations” (1992, p. 52). That sentiment is what is being fostered daily at the Shelter. Just as negativity is a cancer, so is a positive attitude contagious. As employees begin to understand they have a choice as to their own emotions, beliefs, and attitudes, and are aware of those attitudes daily, positive behavior is then modeled to the clients. As more and more employees began to realize that they were valued, they each began to share with each other. I asked that complaining be done only to a person you have chosen as your complaint partner (someone with whom you could just blow off steam) and all other issues be dealt with the person who can improve the situation, the object of your complaining. Discussions became much more positive and constructive. I now hear regularly statements saying, ‘I need to get away to do an attitude readjustment’. This is the statement I make to each new group of employees during orientation when stressing the importance of modeling positive behavior even in stressful and demanding situations. Managers still have issues with anger management. For example, one manager was bitterly complaining in his office and was overheard by a client who then filed a grievance against the manager stating that his behavior was abusive and unprofessional. Hopefully, we will continue to learn from each other.

The most prevalent problems at the Shelter were created by staff not taking responsibility for themselves and their actions, supervisors not supporting their employees, and managers not supporting each other nor their employees nor supervisors. While each department still accomplished the daily tasks, either for the care and feeding of the clients or in bringing in the money to ensure the continued success of the

programs, communication was limited and employee unrest was growing. The Shelter was coming apart at the seams! The clients needed stability in their lives. The employees needed stability in order to be effective with the clients.

Understanding one's own motivations and passions is essential to effective leadership. Personal characteristics that are associated with this transformative leadership are: passion, vulnerability, discernment, intellectual energy and curiosity, breadth, and comfort with ambiguity. During a managers' meeting a few years ago, I stated that employees should be passionate about their jobs and was summarily dismissed by everyone in the room as being totally naive. The ED stated, "This is just a job". One manager stated, "Why should I care, no one else does." Another manager stated, "How can you expect people making \$9.00 per hour to care." It was at that point that I realized we needed staff development, centering on personal development. While some are searching for this passion, others are simply surviving. The ones in the process of searching are growing as individuals and as managers. My project of developing a sense of hope became even more focused.

Discernment is an important leadership attribute to develop, especially in the Shelter. According to DePree in *Leadership Jazz*, "Discernment lies somewhere between wisdom and judgment. Leaders are required to see many things – pain, beauty, anxiety, loneliness, and heartbreak. Two elements to keep your eye on: the detection of nuance and the perception of changing realities" (1992, p.221). I believe that change can only occur if you accept what the situation is, 'see' how they can be, set a plan of action, and act as if they are what you wish them to be. Wayne Dyer states in *Manifest Your Destiny*, "The most important thing to remember as you practice mental picturing for the purposes of manifesting your desires is that humans never create anything. Our function is not to create, but to attract, combine and distribute what already exists. Creations are really new combinations of already existing materials" (1997, p. 59). Why create when it already exists? We are just learning to put to good use that which is already a part of the Shelter existence. The greatest asset is the employee who just wants to be valued. As employees feel valued, their ability to deal effectively with the clients improves.

I was fortunate to be both the human resources and development manager. This allowed for the latitude to discuss with the management team the need for employee development. Also, it gave me the latitude to talk with all employees, not only those in the development and human resources department. The Shelter has an organizational structure of team management. The staff wanted to belong to 'something'. The managers did not agree at all with one another in any way. So, I developed my team, integrated two departments, human resources and development, and instituted a true team. Within two years, the development team worked extremely well and interfaced with human resources. The staff of other departments wanted the same cohesiveness they saw in the Organizational Resources Department. The teamwork was infectious and spreading throughout the company. While it is only the first step in the process, it is a beginning. Identifying the barriers to success, developing communication, and believing in a shared vision is the next step. We are on our way to effective change and hope is beginning to emerge.

One example of the positive changes that have occurred recently is in the grievance procedures. If clients have concerns, a complaint, or problem, they are able to file a grievance. Until recently, the grievance was taken but no follow up occurred. The employees were always faced with statements from clients of 'Why should I complain. No one listens. No one cares, etc.'" At present, I have instituted a system where all grievances filed by clients are reviewed by a grievance committee of employees consisting of individuals from all five departments. Consensus rules in the group and decisions are then shared with the client within one week from filing the grievance. This one small change has made a remarkable difference in the attitude of both the clients and the employees. The grievance committee has a group of cross-departmental employees discussing issues that were once the responsibility of one department. Employees have stated that they believe this process is now 'fair' and non-judgmental for the clients. Clients have stated that they now know someone will listen to their concerns.

Measurable results of the grievance committee are that there are fewer grievances filed by clients, and fewer grievances are over-turned by the committee. Clients have stated to the committee chair, “Thank you for responding to my concerns.” The committee has been in existence for six months. The next step is to institute a focus group for them to enable a forum for clients to openly discuss their concerns regarding both accommodations and the programs. This will be the most important aspect in effecting change both for the clients and the employees. The Shelter will no longer be ‘run’ by the ED, managers and employees, but an organization made up of involved employees and clients.

Choice is an attribute discussed at the Shelter daily. If employees and clients do not believe we all have choices, they have to be shown the opportunity that choice allows. Empowerment is one of those avenues. Again, I employed the tenets of servant leadership and critical leadership. During all meetings, rules were established regarding listening, interrupting, and open discussions. As more staff began to gain confidence and speak up, they realized it was not only safe, but that solutions to problems were being instituted. Meetings became think sessions, then brain-storming sessions, and finally visioning sessions, with possibility thinking being the norm. People left meetings no longer angry but excited to start new projects and ideas.

Employees can risk personal responsibility now because of the group setting in which discussions are held. Trust, while not prevalent at the Shelter, is beginning to emerge as ‘speaking up’ no longer holds a consequence, but is viewed as a right. Clients also know their concerns are being heard. They are not ‘just victims’. They have a voice. The employees also know they have a voice. As employees are empowered, the clients are empowered through the understanding and compassion fostered by the employees leaving their victimization behind.

The Shelter has moved from total autocratic rule, with all decisions being made solely by the ED, to team management fostered by the consultant in years prior asking for manager meetings. While it is not a complete team environment, the foundation has been

laid and the benefits are obvious. One change that made a significant difference in this writer's ability to see how far the Shelter has come was the attitude surrounding the celebration of birthdays. While this seems extremely simplistic, it is an example of the drastic difference in the perceptions and beliefs of the organization.

Two different situations have occurred to describe the impact of this team environment. During my first week of employment, I asked a group of coordinators how birthdays were celebrated. I was met with a barrage of angry, hostile, bitter comments about the current celebrations. The new ED had mandated that birthdays be celebrated and that all employees would attend and celebrate. Within one year, it was an unbelievably bad situation. Rather than rally around a questionable decision to mandate fun, staff reacted with open hostility. I immediately abolished all birthday celebrations. A few months ago, another group, a few of the 'old members' included, asked about celebrating birthdays. I asked what they wanted. A committee was formed and the Shelter now celebrates birthdays once a month. The power of achievement this group has embraced is beyond measure. They now are the individuals who tell other staff to speak up in meetings, to take responsibility for what they believe and what they want, and then pursue their goals to find a win/win situation.

The other situation concerned the coordinator group. This group was formed approximately one year ago and has recently reached the stage of producing quality work. The group's effectiveness has been growing steadily after months of internal strife. Parking at the new facility has been a topic of discussion since the ED has stated there will not be parking for employees. The group wrote a memo to the ED and managers with concerns, solutions, and possibilities for this situation. But, most importantly, they all signed the memo, a statement of unity, which said, "Our request to the Executive Director and Managers as the Coordinator representatives of the Shelter, is to please value us as employees. In this time of great vision, opportunity and expansion of the Shelter, remember who helped get the organization to this point, and remember it is the little things that count and it is the little things that are supposed to make a non-profit like the Shelter special". They get it. Now, the rest of us must get it and support it.

During a recent visit, the CEO of the region's largest foundation, stopped in the hallway during a tour and stated to me, "There definitely is a difference since I was here five years ago. There is even an absence of badges and identifications – there is less identification between client and employee – it feels more like a home now."

Distinctions between clients and residents are not important when employees do not have to 'prove' their worth. The more employees are valued, the less are the distinctions between the 'haves' and the 'have nots'. No one wants to live in a prison; neither do we want to be the jailers. Once we are not jailers of ourselves as employees in a dysfunctional organization, we will no longer be the jailers of the clients. This is a long and slow process, but changes are being noticed.

Leadership as Educative

Leadership as educative is, as Foster states, "to show new social arrangements, while still demonstrating a continuity with the past; to show how new social structures continue, in a sense, the basic mission, goals and objectives of traditional human intercourse, while still maintaining a vision of the future and what it offers" (1992, p. 54).

From this analysis, it is very important that we seek out those who can be historians in the organization, and begin to know and understand our history. Much time and effort has been spent in learning and teaching the visionary approach. Groundbreaking on our refurbished 11-story building has made the process easier. The entire company is slowly beginning to realize the impact of raising over 14 million dollars and physically moving the entire organization. Moving to the new building has become the banner for the new organization, so that it truly is 'A Place of Hope' for all who enter its walls. This shift in perception also means letting go of the 'old'. That is the process at hand and not an easy process.

In my first few weeks of employment with the Shelter, I asked several employees if they knew the mission of the organization. Not one employee knew what it was. Three years later, in a recent meeting, the question was asked by an employee: "But does that help us meet the mission of this organization?" Everyone in the room knew the mission statement. Clear, concise, open communication with shared values along with a mission and vision was the path the organization had decided to undertake. All employees were given a voice through the team environment, and, it was working. It is still in process. Even when the group did not agree whether the question fit the mission, it was still a victory because the employees were now in dialogue with a common base, the mission. The employees had to know and understand where they had come from in order to set a path for the future, and the vision had to be owned by each and every employee. Today, the mission of the Shelter is posted at every station, hallways, and offices.

The Development Department is in the process of beginning such a history. Up until three years ago, the organization did no fundraising. The only database had 13 donors; it presently has over 7,000. Media relations and public relations were non-existent. At present, the Development Department consists of individuals hired specifically to do marketing/public and community relations, grant writers to work on program funding, volunteer coordinators to supply the Shelter with volunteers, and interns. In the month of February 2001, over 900 hours of volunteer service was logged; 22 tours of the Shelter were conducted; 36 volunteer orientations were conducted for the library and the children's program; seven college fairs were attended to recruit interns; three grants were submitted for a total of \$55,000; 14 grants were being prepared for submittal the next month; in-kind materials with a value of \$3,055 were solicited; three press releases were sent; two television spots with Shelter personnel were aired; four newspaper articles were printed regarding the Shelter; four fundraising mailings were prepared and mailed to a total of 60,000 individuals; data base records to date were 9,051 individuals; there were 1,237 hits on the newly developed web page; \$130,224 was raised in January, and \$4,474 was raised in February.

The Development Department also has been the flagship of organizational change by always seeking the answers to that which is put in front of them. They are involved in a major capital campaign while also seeking program funding, continually and consistently implementing and creating ideas for public and community awareness of the Shelter and homelessness. This is the first true team – both in management style and in reality. Staff commitment to the organization is strong and their loyalty and support have made it possible for us to accomplish the impossible. They are true witnesses to the fact that anything is possible. Each one in the department knows they work at the Shelter because of a personal choice and this fact has supported them through many difficult times.

During the Holiday Season in 2000, the Development Department raised over \$40,000 worth of toys, gifts and hygiene products, and over \$30,000 for 100 families. At the end of a very long month of 14-hour days for everyone in Development, I was privy to a conversation that speaks to the human spirit. A few families were disgruntled at what they were given in their gift bags. As a few employees were complaining about how ungrateful the clients were, a Development staff person said, “But don’t forget those 90 families who were happy and did not complain. Let’s not lose sight of the good things. Let’s make sure we focus on the good things and help our clients understand it is better to be grateful and thankful. All we can do is not let the negativity of a few affect the good we know has happened because of thousands of people.” These are the employees who are growing in their personal lives daily and will be the ones able to help the clients see the possibilities of a future. I believe this transformation of the staff and the quality of the Development Department is partly due to the fact that I employed the tenets of critical leadership of developing trust and commitment, and the tenets of servant leadership of ‘serve first’. By serving my team members, they have learned to serve me, the clients, and themselves.

Leadership as Ethical

Regarding ethics in leadership, Foster stated eloquently, “Leadership carries a responsibility to be not just personally moral, but to be a cause of ‘civil moral education’

which leads to both self-knowledge and community awareness” (1992, p. 56). Greenleaf, in *On Becoming A Servant Leader*, discussed ethics using strength of character, said, “I see no other alternative but to enlarge the meaning of ethics to include the nurturing of strength and to judge as ethically deficient those who do not put adequate effort into the pursuit of strength. The pursuit of strength is not an option, but an ethical requirement” (1996, p. 30). From Bennis, “The characteristics of empathy and trust are reflected not just in codes of ethics, but in organizational cultures that support ethical conduct” (1994, p. 164).

Strength of character is what is needed not only by this writer, but by all managers and the ED alike. It is only through their concerted efforts of building trust with each other that the Shelter will ever aspire to what its mission states, ‘to ensure a respectful environment’. No one can accomplish strength of character without trust. During an exit interview with a retiring employee, he stated to me, “We needed you here. You are not afraid to take chances – to take risks that no one else had the guts to do – to make this a better place.” One personal attribute of critical leadership is taking risks.

The Shelter is in the process of developing trust – on every level. Staff is actually experimenting with these new concepts and their newfound abilities. This is especially seen in meetings. At the last planning session, a short-term goal was made to institute committees made up of individuals from each department. Each group has specific agendas, goals, and responsibilities. These committees have been in process for six months with very positive results. These include: measurable results seen in each group as the safety committee instituted new guidelines for evacuation and updated safety rules for clients and employees; the suggestion committee has instituted 23 suggestions from employees which add value to the corporation and positively effect the ‘bottom line’ of the corporation. Daily, employees are beginning to think for themselves, and realize that with input they have responsibility. As more and more open communication takes place, conflicts and differences of opinions have arisen, and they have realized they can disagree, learn to listen to each other’s points of view, and find common ground. They have been developing their ‘strength of character’ both individually and as a group. They

are learning to grow individually while learning to become a member of a team. When something has become very important to a particular group, they have spoken as a group, and supported each other through to a conclusion, even when the situation became tense and unpredictable. Then, if the conclusion was not satisfactory to the group, they have continued to support one another, not give up, and have so far, continued to be present in group and personal interaction.

ANALYSIS

This analysis will demonstrate that the management team, including myself, is working within the theory of critical leadership. It also is a discussion of how I demonstrate the qualities of servant leadership within this management team to bring about the establishment of 'hope' within the organization.

All employees of the Shelter are expected to possess the qualities of emancipatory leadership because each and every client is economically disadvantaged. All staff works for the emancipation or the "gradual development of freedoms", as stated by Foster in *Toward a Critical Practice in Leadership*, "from economic problems, racial oppression, ethnic domination, the oppression of women . . ." (1992, p.40). Every word spoken, every action taken by staff with clients has an enormous effect on each client, whether it is a child receiving tutoring from a volunteer or a mother signing out the laundry facilities at the front desk. Chaos theory states that the wind created from a butterfly wing can change the global wind pattern across the world. The wind from one butterfly, can be the one event in the Shelter that can change the global pattern. One individual reaching for potential can change the world. It does happen, and as individual clients move closer and closer to self-sufficiency, the global pattern changes.

I would like to believe that I embody the characteristics of both servant and critical theory leadership styles. The observations of this paper have necessitated more questions that must be asked: Can a servant leader exist in an unethical environment, one totally lacking in trust and courage? Does a servant leader become a 'scapegoat'? If a servant leader protects and encourages staff with the needs of the organization foremost, what happens to the trust and courage needed from upper management? How does a servant leader deal with issues such as racism and ethnocentrism in the management staff? What reality does the servant leader lead from? At what 'cost' does the servant leader continue to lead within the context of that environment?

These questions seem to be based in the context of power. The ED wields ‘power’ over the subject by organizational definition and thus a discussion of personal power is helpful in understanding this complex phenomenon. There is an implied statement that a person not in an authoritarian position possesses ‘real’ power because of his ‘station’, and that this power is only allowed or given to the ‘top’ person, or ED. Janet Hagberg, in her book, *Real Power, Stages of Personal Power in Organizations*, stated, “People can be leaders in any stage of personal power, but they cannot be TRUE leaders until they reach Stage Four – Power by Reflection. Leadership is always tied closely to the idea of followership, and people can motivate and guide followers at any stage of power, but true leadership is a term reserved for those who have experienced the crisis of integrity...” (1994, p.149) The management staff of the Shelter needs to be empowered, not from the ED, but through themselves. They must know they hold the power and seize that power in order to be effective employees, managers, and leaders. Once again, each manager, including myself, needs self-awareness and personal development.

In the Shelter, as in all environments, at times leaders must become followers and followers must become leaders. Both leading and following effectively stem from personal growth. And, personal growth comes from a deep sense of self-actualization, reflection, and self-knowledge. For many, including myself, the Shelter has become an environment of ‘creative tension’ where personal growth abounds.

In explanation of this concept, Peter Senge, in *The Fifth Discipline*, states,

Leaders who are designers, stewards, and teachers come to see their core task very simply. ‘Just as Socrates felt that it was necessary to create a tension in the mind,’ said Martin Luther King, Jr., ‘so that individuals could rise from the bondage of myths and half truths ...so must we...create the kind of tension in society that will help men rise from the dark depths of prejudice and racism.’ The tension of which King spoke is the creative tension of personal mastery. This tension is generated by holding a vision and concurrently telling the truth about current reality relative that vision – ‘to dramatize the issue so that it can no longer be ignored,’ King put it. (1990, p. 356)

Senge continued to say, “A leader’s story, sense of purpose, values and vision establish the direction and target. His relentless commitment to the truth highlights the gap between reality and the vision. Leaders generate and manage this creative tension – not just in them but in an entire organization. This is how they energize an organization. This is their basic job. That is why they exist” (1990, p. 357).

I am drawn to a transformation of consciousness, not only with the clients, but also with the staff and management. This destiny is aptly described by the philosopher, Martin Buber, in the following:

Our thinking of today has established a more tenacious and oppressive belief in fate than has ever before existed. No matter how much is said about the laws we hold to be true of life ...at the basis of them all lies possession by process, that is by unlimited causality. But the dogma of process leaves no room for freedom, whose calm strength changes the face of the earth. This dogma does not know the man who surmounts the universal struggle, tears to pieces the web of habitual instincts, and rejuvenates and transforms the stable structures of history.

The only thing that can become fate for man is belief in fate. The free man is he who wills without arbitrary self-will. He believes in destiny, and believes that it stands in need of him. It does not keep him in leading strings, it awaits him, he must go to it, yet does not know where it is to be found. But he knows that he must go out with his whole being. The matter will not turn out according to his decision; but what is to come will come only when he decides on what he is able to will. He must sacrifice his puny, unfree will, that is controlled by things and instincts, to his grand will, which quits defined for destined being. Then, he intervenes no more, but at the same time he does not let things merely happen. He listens to what is emerging from himself, to the course of being in the world; not in order to be supported by it but to bring it to reality as it desires” (Senge, 1990, p. 358).

Rejuvenating is the key for the Shelter, because all who work there know and understand it is part of their free will and their destiny. It is because of the leaders that this rejuvenating process becomes a reality. It has always existed and is in the process of being unearthed, free from anger, bitterness and control. The passion of our destiny now needs to flourish. Courage will be needed, not only by me, but also by each person at the Shelter.

Awareness of the Human Spirit

It is difficult, if not impossible, for some individuals, and sometimes for this writer, to fully understand the kind of understanding, the depth of character that individuals possess who have found and live the human spirit. I have been extremely fortunate to be in daily contact with numerous individuals with this spirit from mentors, teachers, friends, and business coaches. Many do not 'fit' into the little boxes we have constructed to define our world. They do not follow the rules of standard policies and procedures on how to act and react. They have their own set of standards, own set of personal and professional boundaries, strong beliefs, strong character, and possess their own 'rose-colored glasses'. Possibly, this is exactly why they can survive in, and conceivably change, negative environments.

CONCLUSION

I believe the success and health of the organization lies within the realm of ethical behavior, relationship building, and the belief in the 'pure potential' of each individual, all philosophies of the servant leader. The organization will not only survive but be able to model and teach these principles to the clients as employees begin to own their own beliefs, as each employee becomes a servant leader within the organization and community. The organization cannot afford to continue to model egocentric behavior, love of greed, success at any cost, negativity, anger and control over others. It will destroy not only the organization but also the fabric of society, which the Shelter is trying desperately to weave back together.

The Shelter leadership must model and teach trust, followership, passion, commitment, self-awareness, and involvement with compassion. With these ingredients, self-sufficiency can become a reality.

The Shelter staff needs to model positive organizational health. While it is the primary focus of the management team, it also should be the focus of each and every employee, intern, and volunteer in the organization. Leaders are to model, listen, teach and learn, but each person has the personal responsibility to search for that which is fulfilling. It is the responsibility of the management team to not only model positive behavior but discuss the traits of positive personal leadership and the human spirit. More time, money and effort should be placed in developing not only the technical skills of employees, but honoring self-awareness through training and development.

Therefore, I developed a comprehensive 'plan for change' in development and implementation for staff development and requested funding from a private foundation. The grant focuses on the need for workers to be effective both within the organizational structure and while working with the clients, by becoming informed, positive, and possessing the ability to connect with clients in a stressful and demanding environment.

While the Shelter has effectively weathered numerous changes throughout its history, the move to the new facility will be a move in both location and service orientation. To change from a shelter-based operation and mentality to a community-based organization will necessitate visioning and a clear voice. This voice must be clear and distinct and believed by each and every employee. This undertaking will necessitate enlisting the power of each employee in believing in the mission while understanding his/her vital impact on the success of this endeavor. A change of this magnitude will only happen through a visioning and training process with the staff of the Shelter.

The Shelter is an organization that serves the needs of the clients. Therefore, leaders must be encouraged to continue to develop the following attributes of a servant leader: integrity, vulnerability, discernment, awareness of the human spirit, courage in relationships, sense of humor, intellectual energy and curiosity, respect for the future, regard for the present, understanding of the past, predictability, comfort with ambiguity, and presence. Therefore, staff development becomes personal development. Personal growth and development will improve the quality of services delivered to the clients and the viability that the mission of the Shelter is accomplished. This will enable the organization to become healthy, strong, and focused on the mission.

Staff Development Structure and Plan

Assessment of the organization has shown that the Shelter, as is found in many other non-profits, is fraught with barriers to the overall success and health of the organization. The goal of the Human Resources Department is “To ensure that this organization is the employer of choice.” The proposed program is a comprehensive staff development program that incorporates both group and personal consultation for a period of one year, from June 2001 to June of 2002, which will span the physical move to the new facility. The Shelter is in the middle of a capital campaign, and therefore, resources are even more limited than usual for staff development. Yet, if we do not focus on and enlist likely resources for staff development, we will have a new building yet we will continue to have an unhealthy organization.

The needs assessment of the organization were identified as: to dismantle pockets of sexism and racism; understand issues of diversity; enhance intra and inter-departmental teambuilding; develop effective communication; challenge the process to accept and welcome change; seek innovation and creativity possibilities; and continue to assess the organizational structure while identifying as a group the mission and vision of the new organization.

The structure of this program is likened to a double funnel, moving from meeting and working as a group-- then meeting and working as individuals -- and returning to the group. To start the program, all full-time employees and members of the Board of Directors will meet as a group for presentations by consultants specializing in their particular field. During these sessions, areas of concern and/or effectiveness will be identified through questionnaires filled out by the employees, and other topic-specific questionnaires. The three seminars will be: diversity, communication and change.

At the completion of the seminars, each employee and board member will be assigned to one of two personal coaches for eight sessions, one-half hour per session, within a time period of eight weeks, for feedback and identifying each individual's issues and barriers. At the completion of the personal coaching sessions, the group will convene once again for identifying the mission statement and ensuring the voice and vision of the organization. Follow-up and feedback will continue for eight months following the last group session with all consultants on an on-going basis for particular issues. A group session conducted by the personal trainers will be held for follow-up and feedback twice in the eight-month follow-up period. This will ensure feedback and follow-up will continue through the physical move to the new facility.

It is the intention of this program to begin to work with the issues already identified but also to set a format to continue open and direct communication, eliminate 'isms, and to learn to adapt to the ever-changing workplace of the Shelter. First, we uncover and recognize these barriers through the group process. Then, we help individuals realize

their potential for personal and professional growth and their involvement in barriers and the need for corporate growth with personal coaching. The final phase of this program is to reconnect as a group for visioning for the future. Each individual will be involved in this process throughout the company, including the Board of Directors.

In an effort to ensure sustainability, this program can and will be replicated. During the intensive four-month period of training and development, all consultants will be involved and available for any and all concerns as they arise. If a particular issue is identified with a particular individual, or, issues between two groups or organizational structures, they will be handled by the specialized consultant in that field, both during the training and for a period of eight months following the completion of the organized training. Thus, training is not a one-day shot, but an on-going program that can be replicated either yearly or on an as-needed basis as change occurs.

The results of this program will be identifiable as becoming the 'employer of choice'. Therefore, this program can be replicated to other non-profits and/or shelter-based operations with similar clients, stress levels, barriers for successful organizational development, and those dealing with societal and governmental changes. This program incorporates personal development with the mission and visioning process for program success.

Funding of this program will ensure that the Shelter moves into the new facility with a new and profoundly effective staff. This staff will be equipped to be effective employees in delivering services, helping clients move toward self-sufficiency, modeling positive and effective behavior for success. This program will ensure that 'A Place of Hope' is truly a place of hope for both the clients and the employees. This is a step toward positive social change. As individuals are changed, corporations are healed, and social change occurs.

How to Effectively Establish ‘A Place of Hope’

Peter Senge and Margaret Wheatley, organizational theorists, speculated on the quality of our lives at work in their article, *Changing How We Work Together*. One interesting discussion was concerning obedience. Wheatley stated, “One of the fundamental characteristics of anything living is the freedom to choose. It chooses the fundamental freedom to decide how it will respond. Obedience is not a natural life process.” (Shambhala Sun, January 2001, p.32) The discussion continued with Senge: “Living systems, by their nature, resist being obedient.” Wheatley: “And Peter, the consequence of not honoring life’s intrinsic right to self-determination is that when we ask people to obey and they do obey, they become lifeless. They shut down. They disappear. They become automatons.” Senge: “You get the obedience but you lose the spirit.” Wheatley: “You lose the life.” (Shambhala Sun, January 2001, p. 32)

That was what all of us at the Shelter were in danger of losing -- our lives. The compulsory and autocratic style of the Shelter is disappearing slowly. I have never believed in using the word ‘mandatory’. It became a topic of discussion, usually accompanied by a discussion of theory of compulsory/mandatory versus interest, involvement and choice. During a recent meeting, with a topic of mandatory hand washing procedures, I said, “According to the Department of Health, we must, must, must wash our hands.” The room filled with laughter. They all knew I was supposed to say ‘mandatory’ but no one in that room believes in the philosophy of mandatory any more. The word mandatory belongs to the old Shelter, not in the new Place of Hope. Hope is about choice. We have significantly changed the manner in which employees think about their work. With the new training program, employees will personally develop to ensure a better organization. And there is Hope.

Post Script Update

Two foundations funded the Staff Development Program, both stating this was the first time they had funded such a program. The Program is in the second phase with

employees now receiving personal coaching. The change in employee morale is electrifying and apparent in many ways: employees have written personal goals and are achieving them daily; employees discuss openly with enthusiasm and interest their coaching sessions, which are totally confidential; we are within pennies of the six-million capital campaign; and, attendance for the employee appreciation party was at an all-time high. A vision statement was written by the group of employees completing the first phase of the staff development. It says it all.

We are an organization that supports each other
and values each individual's worth. We have the resources
and tools needed to do our work. We are committed.
We are empowered. We are positive in our ability to serve
the community. We are leaders and have a vested interest
in the success of People Serving People.

I know I have had an impact on this significant change in employees. Modeling the attributes of critical leadership was the foundation. But, I had to continually employ the belief system I embraced to accomplish the goal -- that all employees be a part of this change. This was, at many, many junctures, not the easy path. In looking back on the past three years, it was more important than even I understood.

And hope exists.

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APPENDIX A

ADDITIONAL SHELTER SERVICES

CLIENT SERVICES

Basic Adult Services

Each family seeking shelter at the facility is provided with a private room and bath, around-the-clock building security, three healthful meals daily, and personal laundry facilities. Clothing is available on an as-needed basis to residents who do not have warm clothing or a change of clothes. Each individual in the family is offered a complete set of clothes, including socks and underwear. Interviewing clothes are also given to those who are seeking employment.

In addition, the Shelter offers a wide variety of services on site to assist clients in reconnecting with the community and rebuilding their lives. In addressing the recurrent barriers faced by clients – through providing essential services immediately and on site – the Shelter helps to increase the likelihood of a family’s success as it moves from crisis to stability and self-sufficiency.

Library: The Shelter encourages reading and learning by having books available for residents to read and borrow while at the shelter. Volunteers staff the library, assist in the selection of books, and read to the children.

Personal Care Items: A hygiene packet with shampoo, lotion, conditioner, toothpaste, toothbrushes, soap, deodorant, and a comb is given to each individual in the family when they check into the Shelter. Hygiene products are then distributed on an as-needed basis for the duration of the stay of the family. Items such as diapers are given out daily, with the present count at over 200 given out per day. Distribution of these items is made possible by generous contributions from the community.

Household Items: When families leave the Shelter they receive a “move-out” basket – a laundry basket filled with basic cleaning supplies, laundry detergent, towels, paper products, and basic hygiene items. This program is made available through the generosity of the community.

Client Services Program: This new program, established in 2000, provides a liaison between the Shelter residents and essential services other than housing. It grew out of a qualitative social research project, conducted by consultants for the Shelter, that demonstrated a need to “tend the intersections” – to provide services and to ensure that

shelter residents make use of those services they need most. Two staff members assess the Shelter residents within hours of their arriving at the facility, referring and often accompanying them to on-site service providers. It is the responsibility of this department to ensure the clients are aware of the services on site, make appointments for the visit, accompany them to the visit, and follow up with the client for feedback and help in following the goals of the on-site service. This department also assists in identifying employment opportunities, locating available day cares, and serves as a clearing-house for housing opportunities.

Kitchen Training Program: Expected to begin in early 2001, this program will use the Shelter's extensive on-site food preparation activity as a training ground for economically disadvantaged adults – including but not limited to Shelter residents – who seek marketable skills and, eventually, paid positions in the food services.

Community Voice Mail (CVM): CVM offers residents their own voice mail service, connecting them to the community to help them find jobs, housing, health care, and other services. The Shelter has been recognized by this national program as enrolling more clients than any other affiliated agency in the country. Clients are able to leave a telephone number with employers and landlords, many of which state they will not consider an individual for employment or housing without a telephone number. Being homeless means no permanent address, no phone number, and therefore, no stability.

Children's Services

Children's Activities Program: The Children's Activities Program provides age-appropriate, structured activities for children ages three to 17 living at the Shelter. Activities are offered Monday through Sunday, special activities are planned for school release days, holidays, and summer months. This program offers the opportunity for children to enjoy new experiences, interact with their peers, develop leisure and social skills, and have positive interactions with adults including staff and volunteers.

Play and Learn: This program provides space, developmentally appropriate materials, and other resources to help parents have positive interaction with their infants and toddlers while in the Shelter. Staff also provides parents with information on child development, nutrition, and health. The program is presented in collaboration with Early Childhood Family Education (ECFE).

Project Success: The Project Success program provides tutoring for children in grades K-12. Tutoring is offered twice a week during the school year and once a week during summer months. Project Success staff meet with parents to tailor tutoring sessions to best meet the needs of each child. Academic assessments are done as often as possible

depending on the availability of trained volunteers. A tutor/parent conference after each session gives parents an active role in their child's education. Tutors receive training to assess children and implement appropriate learning strategies. Project Success works in collaboration with the region's Public Schools.

Hand In Hand: Hand In Hand is a preschool program designed to introduce and reinforce kindergarten readiness skills for children ages three to five. It consists of three weekly sessions, each three hours long. Parents participate the first hour; for the last two hours, the children remain with the ECFE teacher and volunteers. Learning center stations are used to provide "hands-on" learning. The centers/stations include art, sensory, dramatic play, blocks/construction, language science, and manipulative/cognitive. Emphasis is on self-esteem and on social skills such as listening, taking turns, communicating needs and wants, and respecting others and property.

Creative Play for Tight Situations (CPTS): CPTS is a support program for homeless families residing at the Shelter. CPTS provides healthy recreational outlets for families in crisis to help reduce stress and promote positive parent/child interactions. CPTS is a non-threatening environment in which adults can receive parenting and stress management information. In 1998, the Creative Play for Tight Situations program was recognized by the Chamber of Commerce with a Quality of Life Award for innovative service.

Arts and Music Program: This program is slated to begin in 2001, and will be a support program for the children residing at the Shelter. Music will enhance the exposure of all forms of music to parents and children alike. It will also increase the exposure to playing instruments, while increasing the self-esteem and school readiness/academic achievement. The arts component will include dance in many forms as ballet, traditional, jazz, and free form. There will also be art projects in painting, sculpting, and pottery.

Programs provided on site by the Shelter in collaboration with other community agencies include:

Employment

Job Training: The "Success to Work" program is an innovative and interactive training option to promote job readiness for women.

Job Training Service: Weekly orientation and interview sessions are held with residents interested in learning new skills or needing assistance in their job search.

Train to Work Program: Two area hospitals offer opportunities for shelter residents to obtain jobs in the hospitals, with mentors assigned to promote success.

Family Investment Program (FIP) Employment Program: Staff work with residents to set personal and employment goals and to find resources to help the plan succeed.

Education

Legal Aid: Monthly presentations to resident focus on tenant/landlord issues, tenant rights, and individual rights within the welfare program.

Community and Technical College (CTC): Weekly, an admissions advisor from CTC informs shelter residents of the courses, degrees and financial aid options offered at the school.

Public School System (PS): PS staff help Shelter parents to register their children in grades K-12, and schedule school transportation. School supplies are provided by the Shelter and follow-up is done after the family moves into permanent housing.

Head Start: This comprehensive early childhood development program promotes the social, emotional, physical and intellectual growth of children ages six weeks to five years. Children are bused to the Head Start facility and then assigned priority Head Start enrollment in the community where they live following their Shelter stay.

Volunteer Lawyers Network (VLN): A prominent local law firm adopts the shelter and assigns attorneys to residents based on the residents' need and the attorneys' area of specialization.

Mental and Physical Health and Wellness

African American AIDS Task Force: Weekly, a Risk Program Coordinator dispenses information about HIV/AIDS, sexually transmitted diseases, and Hepatitis C.

County Family and Children's Mental Health: A psychologist is available weekly to evaluate, counsel and refer children and their families to community resources.

Crisis Nursery: Nursery assistance is offered to residents who feel they may be on the verge of endangering their children through physical or emotional harm.

Battered Women's Shelter: Services include support and counseling, educational information, legal advocacy, systems advocacy, and referrals to community resources.

County Adult Mental Health: A Clinical Nurse Specialist from the County is on site weekly to provide counseling and referrals for adults with mental health concerns.

County Chemical Health: A County Chemical Health Counselor meets with residents at the shelter to provide counseling and referrals for chemical dependency.

Medical Clinic: Operated by the County's Health Care for the Homeless Program, the medical clinic at the Shelter is staffed by public health nurses, nurse practitioners, a licensed social worker, medical assistants and resident physicians. Services include well baby, child and adolescent exams (including immunizations); well woman exams; prenatal care; evaluation of individual and family psychosocial and emotional well-being; referrals to special services; and health teaching and disease prevention programs.

Men's Group: A local church leads a weekly meeting of adult male residents.

STEEP Program: A church and government agency join forces to collaborate to present STEEP (Steps Toward Effective Enjoyable Parenting) to support first-time mothers ages 18 and up. Services begin during pregnancy and continue throughout the first two years of the baby's life.

Victims of Domestic Abuse Group: Facilitated by a domestic abuse advocate from the battered women's shelter, this weekly group provides victims of domestic abuse with an opportunity to identify and accept change.

Women In Crisis (WIC): This service, available to residents when they move into permanent housing, provides supplemental nutrition for pregnant women, women who are breast-feeding, and children under five.

Voices of Women (VOW) Women's Group: This weekly group is facilitated by staff from two walk-in counseling centers.

Housing and Self-Sufficiency

Family Homeless Prevention and Assistance Program: With various County agencies, this program assists clients in locating permanent housing. (In 1995, the Shelter received a Certificate of Commendation from the Governor in recognition of its efforts to prevent and reduce homelessness through the Family Homeless Prevention and Assistance Program.)

County Access Unit Worker: Single shelter residents (with children) dealing with issues of chemical health, mental health, or disabilities are connected to emergency services, financial assistance, case management screen for appropriate housing options, and supportive counseling. The Access Unit also provides information and referral to any shelter resident requesting such assistance.

Housing Link: This program assists residents in locating affordable, suitable, low-income housing through up-to-date listings provided via the Internet to the Shelter weekly.

Transitional Housing: This transitional housing initiative focuses on single mothers who receive public assistance and who are highly motivated to move from economic dependence to self-sufficiency. Participants receive referrals to childcare assistance and health care, and assistance in developing career, life and family skills.

Relationships with Similar Organizations

The Shelter is part of the County Continuum of Care. This Continuum represents a broad range of organizations and individuals – all involved in addressing homelessness – to build cohesive approaches to assessment, information sharing, housing and service preservation and development, coordination and evaluation. In addition, as noted above, the Shelter has strong relationships with many service providers who assist clients at the Shelter.

APPENDIX B

FACTORS OF HOMELESSNESS

While the shortage of affordable rental units is especially severe in the urban areas, many other factors contribute to homelessness, here and elsewhere. Among these are:

Declining wages: By federal government standards, housing is considered affordable only if it costs 30% or less of household income. Yet a person working for minimum wage would have to work *83 hours per week* to afford a two-bedroom apartment meeting that criterion.

The jobs that lead to self-sufficiency are stable, provide health care, and pay a wage that allows people and families to live without public assistance. A closer look at the state's record employment statistics reveals that the majority of newly-created jobs pay minimum wage or slightly more. Although these jobs may promote stability by providing full-time hours, by no means do they provide opportunities for advancement; most don't offer benefits such as health insurance. And, even these low-level jobs are out of reach for many among the homeless who lack education or "soft skills" – such as punctuality, appropriate dress and teamwork – that most people take for granted. Complicating the employment issue still further is the shortage of affordable child care.

Decline in public assistance. The new federal welfare program, Temporary Assistance to Needy Families (TANF), benefits persons who live below the poverty level. TANF's income and asset limitations discourage individuals and families from breaking the cycle of homelessness and poverty. Heavy caseloads for counselors prevent them from providing the individualized attention so necessary to help support success. Steadily closing windows for support leaves less and less time for clients to become self-sufficient before the 60-month clock runs out and they reach their lifetime limit on welfare. (New federal guidelines allow for decreasing assistance over a five-year period with a cutoff at 60 months.)

Lack of access to health care. Over 44 million Americans – 16.3% of the country's population – have no health insurance. Even many middle class families are only one catastrophic illness away from homelessness. According to the Kaiser Family Foundation, an independent health research group, "the number of low-income families lacking health coverage is likely to grow, in part because of changes accompanying the welfare overhaul legislation" (Star Tribune, B1) Homeless people are twice as likely as the general population to have long-term health problems, and are less likely to have access to adequate health care.

Mental illness. Approximately 32% of the single adult homeless population suffers from some sort of recurring mental illness. Some of these persons are also addicted to

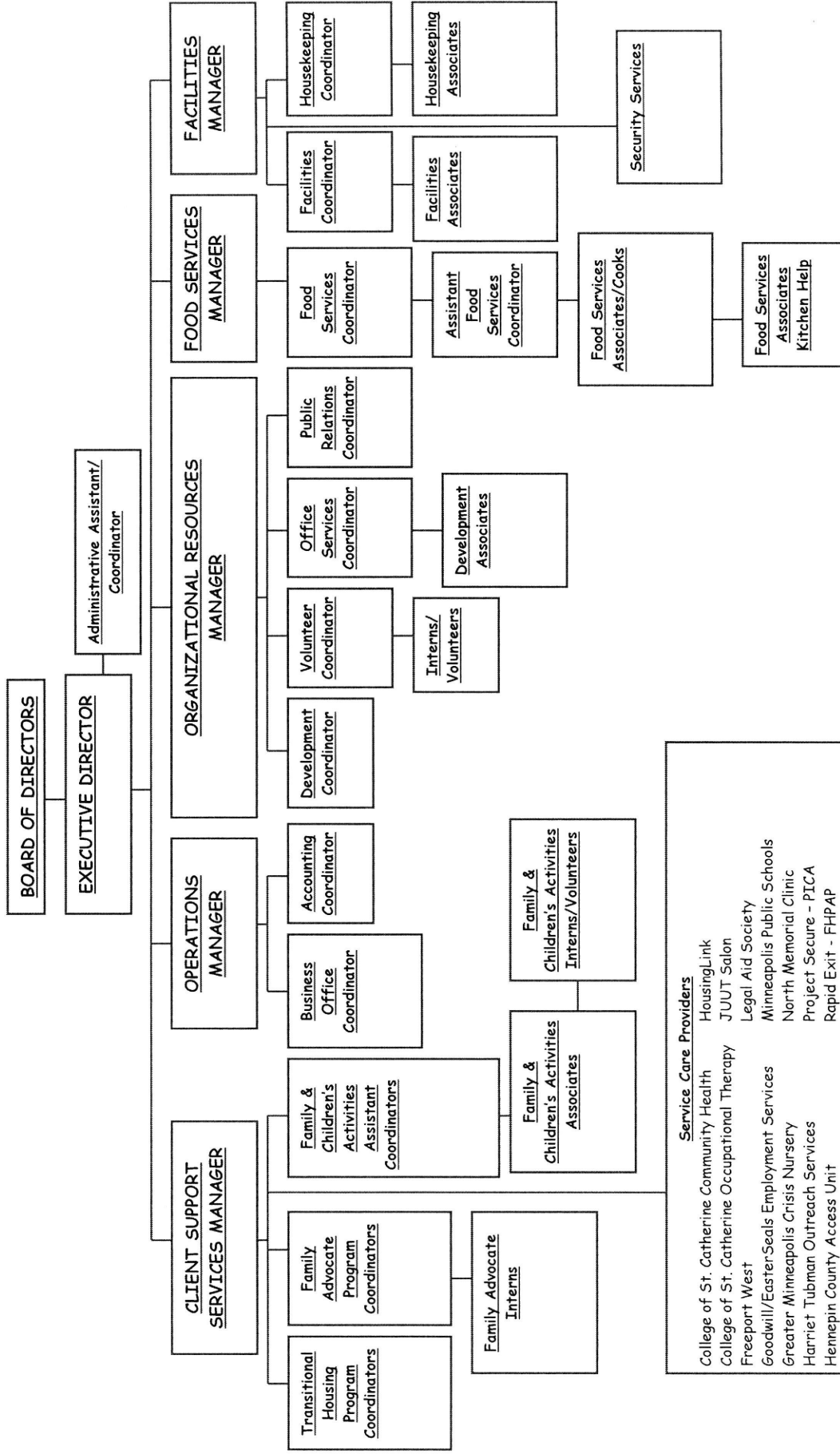
drugs or alcohol. While most mentally ill people would be able to live in the community with appropriate medication and supportive housing, many are unable to find such housing. Those who suffer addiction disorders must conquer their addiction before they can address underlying health problems.

Domestic violence. To a startling degree, domestic violence affects poor women – many of whom are often forced to choose between an abusive relationship and homelessness. Studies indicate that as many as 50% of homeless women and children are fleeing abuse; over one-third of homeless families are involved in the child protection system, and 20% have lost at least one child to foster care. At the Shelter, the percentage of individuals fleeing domestic abuse is consistently above 40% and is rising at an alarming rate each year. At the end of 1999, it was estimated that the individuals fleeing domestic abuse rose to 70% during the holidays.

Inadequate education. As noted above, inadequate education makes it difficult for many homeless adults to find a job that pays a living wage. Episodes of homelessness take their toll on children as well; a recent University of Minnesota study found that 25% of homeless children are at least three years behind in school, a situation that is likely to perpetuate the cycle of inadequate education, unemployment or under-employment, and, potentially continuing homelessness.

The ultimate outcome of welfare reform and similar legislation is still unknown. County administrators predict, however, that if the current trends persist, the number of homeless families will increase. And while most emergency shelters continue only to remedy the effects of homelessness, the Shelter is working to address many of its causes. One chilling fact is the increase in length of stay for individuals in the shelter, from 21 days in 1998, to 39.5 days in 2000.

ORGANIZATIONAL CHART



Service Care Providers	
College of St. Catherine Community Health	HousingLink
College of St. Catherine Occupational Therapy	JUUT Salon
Freeport West	Legal Aid Society
Goodwill/EasterSeals Employment Services	Minneapolis Public Schools
Greater Minneapolis Crisis Nursery	North Memorial Clinic
Harriet Tubman Outreach Services	Project Secure - PICA
Hennepin County Access Unit	Rapid Exit - FHPAP
Hennepin County Adult Mental Health	The Bridge for Runaway Youth
Hennepin County HealthCare for the Homeless	Voices Of Women (VOW) -
Maternal Child Health	Walk-In Counseling Center
Hennepin County HealthCare for the Homeless	Volunteer Lawyers Network
Medical Clinic	Women's Cancer Resource Center
HOME Line Tenant Training	

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